



CITY OF SNOQUALMIE FIRE DEPARTMENT

2025-2030

# STRATEGIC PLAN

MANAGEMENT AND IMPLEMENTATION GUIDE



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## Foreword

As part of the community-driven strategic planning process, this management and implementation guide was developed to assist the City of Snoqualmie Fire Department (SFD) in managing its future success through institutionalization, implementation, monitoring of progress, and results feedback. The SFD must remember that a plan without managed implementation will never result in change and greater success. This is a living document that the agency should use throughout the duration of its community-driven strategic plan. It provides for further revision, accountability, ways to measure and celebrate success, and desired outcomes. Additionally, information is provided to ensure alignment with the strategic vision of the authority having jurisdiction or other sources as determined by the SFD.

## The Success of the Strategic Plan

The SFD approached its desire for organizational change and continuous improvement by developing a community-driven strategic plan focused on input and participation from the community and agency stakeholders. The success of this community-driven strategic plan will be rooted in a quality implementation and institutionalization plan, and support from all who hold a stake in the SFD.

Without a true focus on implementing and institutionalizing this plan, the SFD may fall short of the change it desires. The CPSE recognizes the agency's commitment to its community and supports the continuous improvement identified in this community-driven strategic plan.

## Communication

Developing communication processes to disseminate the strategic plan's goals, objectives, and tasking concepts will be key to the agency's success in institutionalizing strategic planning processes. Even the best strategic plans are undermined by the inability to effectively communicate plan goals and objectives that align member actions, and this is a central reason why agencies lose control during the implementation. Creating a comprehensive communication plan with clear accountability, ensuring the information needs of various stakeholders are met, and allowing relevant information to go to the right person at the right time to avoid information overload and confusion, will support implementation efforts.

There are various ways an agency may utilize its current communication systems to distribute the plan's elements and agency successes as implementation activities progress. Recognition of the importance of reporting progress to all levels of the agency and its stakeholders will assist in determining which of those systems should be included in disseminated information.

# Institutionalization and Implementation

A contributing factor to the success of the community-driven strategic plan is its institutionalization across all levels of the organization. Without it, the plan will remain siloed, and implementation may be hindered. Institutionalization provides an excellent opportunity to communicate to all stakeholders about the intended changes, applicable outcomes, and the direction the department is heading.

Many avenues of institutionalization and implementation are used by agencies that sincerely understand the power of the community-driven strategic plan. Just as the plan's development included agency stakeholders representing a broad spectrum internally, the implementation phase must also ensure that the same representation model is utilized. All agency stakeholders who contributed to the plan's development should be empowered to ensure that members throughout the organization can be part of the implementation phase. This will further institutionalize the plan processes and add value toward implementation successes.

Whether or not they participated in the development of the community-driven strategic plan, all agency stakeholders must recognize that this plan is for the entire agency and is not just representative of the SFD's leadership. Perceived and actual ownership across the SFD increases the probability of success and the realization of the desired outcomes.

For further information on implementation and institutionalization, the SFD may distribute this article as provided by the CPSE: [Strategic Planning + Institutionalization = Implementation Success](#).

**Tips for Institutionalization**

1. **Communicate to all levels, even during onboarding.**
2. **Get all levels involved in the implementation and tap their creativity.**
3. **Empower all leaders and give them the autonomy to lead effectively.**
4. **Maintain accountability.**
5. **Report progress regularly for all to see.**

# Performance Measurement

By incorporating performance measures into this community-driven strategic plan, the SFD has ensured greater success through implementation and institutionalization. However, the agency must continue to measure its successes and challenges during plan execution to stay on course for positive change and delivery to its community. Greater focus should remain on the plan's intended outcomes, not just agency inputs and outputs. Outcomes are those results that genuinely deliver for all stakeholders.

# Goals, Objectives, Tasks, and Measures



**GOAL 1: Attract and retain qualified staff throughout the agency that provides for internal development and reduces attrition.**

## OBJECTIVE 1.1

**Evaluate all positions to determine the need for realignment or reorganization within the department with deliverable reports to city administration.**

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Evaluate current position descriptions against actual duties.	1 month	
<input type="checkbox"/> Identify additional responsibilities not captured in current positions and those that may be anticipated in the future.	1 month	
<input type="checkbox"/> Research comparable agencies' position descriptions to determine similar responsibilities and functions.	3 months	
<input type="checkbox"/> Develop proposed realignment of the organization, which may include new positions to be incorporated into a report.	45 days	
<input type="checkbox"/> Deliver the report to city administration for consideration in the next budget cycle.	2 weeks	
<input type="checkbox"/> Based upon approvals, create an implementation plan to incorporate new FTEs in support of identified tasks.	3 months	
<input type="checkbox"/> In conjunction with human resources, update job descriptions to include new FTEs.	6 months	
<input type="checkbox"/> Develop a timeline with human resources and labor-management to determine the frequency of review and update of position descriptions.	2 weeks-ongoing	

## MEASURED OUTCOMES

- Completed report shared with city administration to explain the need for potential new FTEs.
- Achieve a more balanced workload with positions that match the agency's size and scope of duties.

## OBJECTIVE 1.2

**Incentivize the acting officer program to encourage additional participation, reducing the use of overtime.**

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Evaluate current roles and responsibilities for acting officers.	1 month	
<input type="checkbox"/> Recommend changes to include the addition or removal of requirements for acting officers.	1 month	
<input type="checkbox"/> Evaluate comparable agencies' incentives for encouraging program participation and provide recommendations.	1 month	
<input type="checkbox"/> Engage the group through survey or dialogue to determine hesitations or apprehension to becoming an acting officer.	2 months	
<input type="checkbox"/> Evaluate the need to incorporate annual promotional exams to build confidence in necessary knowledge, skills, and abilities.	6 months	
<input type="checkbox"/> Evaluate the need to develop an on-call staff officer program to support on-duty crews with out-of-the-norm needs.	6 months	
<input type="checkbox"/> Work with the labor-management group to develop a plan for implementation to include timelines and benchmarks.	4 months	
<input type="checkbox"/> Evaluate program performance against instances of officer overtime requirements.	1 month-ongoing	

### MEASURED OUTCOMES

- Decrease the amount of overtime within the department to be consistent with the budgeted amount.
- Increase the number of acting officers to a minimum of one per shift, with a goal of two per shift identified and trained.

## OBJECTIVE 1.3

**Develop and adopt a professional development plan that includes all staff which leads to an organizational succession plan.**

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Review current policy to identify areas requiring updates to include new pathways.	2 months	
<input type="checkbox"/> Review surrounding agencies' programs to adapt to agency-specific needs.	3 months	
<input type="checkbox"/> Identify collective bargaining impacts and work with labor-management committee to overcome challenges.	6 months	
<input type="checkbox"/> Draft a new professional development plan to be incorporated into policy.	1 month	
<input type="checkbox"/> Determine specific benchmarks for implementation.	1 month	
<input type="checkbox"/> Develop a timeline for implementation to include established benchmarks.	1 month	
<input type="checkbox"/> Post-implementation, evaluate the plan through the use of personnel appraisals and focus groups.	1 month-ongoing	

### MEASURED OUTCOMES

- Complete update to current Professional Development Plan.

## OBJECTIVE 1.4

**Work with city administration to conduct a comprehensive compensation study for all positions to include wages, benefits, and working conditions in relation to other agencies within the same region to improve year-over-year retention.**

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Meet with the labor-management group to determine the scope and specific needs.	4 months	
<input type="checkbox"/> Meet with city administration to review the need and garner support for the process.	1 month	
<input type="checkbox"/> Host a joint meeting with city administration and labor management committee to draft a formal outline, including the choice of a third-party vendor to complete and present the findings to the city council.	3 months	
<input type="checkbox"/> Work with city administration to adopt the results of the study to be included in future collective bargaining sessions.	6 months	
<input type="checkbox"/> Evaluate the effectiveness of the compensation study's usage during the collective bargaining process to determine validity for future processes.	2 months	

### MEASURED OUTCOMES

- Creation of a published compensation study to be utilized during contract negotiations with the IAFF.



## OBJECTIVE 1.5

**Develop a process for recognition of major milestones of staff members; to include end of probation, promotions, educational achievements, and other significant events.**

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Review the current recognition policy and achievements to determine validity and identify updates.	1 month	
<input type="checkbox"/> Determine the need for in-house ceremonies for major milestones, such as probation, promotion, or educational benchmarks.	1 month	
<input type="checkbox"/> Make draft changes to the adopted recognition policy for approval.	1 month	
<input type="checkbox"/> Establish a work group to review the annual banquet to include purpose, function, and design for the future.	6 months	
<input type="checkbox"/> Review updated recognition procedures on a periodic basis through surveys or other evaluative instruments to determine effectiveness.	1 month-ongoing	

### MEASURED OUTCOMES

- Survey developed that determines the effectiveness of changes to the recognition program and policy for the department.
- Increased attendance at the annual banquet to 75% of the department or greater.



**GOAL 2: Train, prepare, and equip to enhance the current wildland program based on demands and needs to match the growth of the city and region while meeting or exceeding established department standards and performance benchmarks.**

## OBJECTIVE 2.1

**Analyze the current wildland program to determine if, in its current state, the program meets the needs of the city and region.**

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Establish a committee with a committee lead and define needed roles.	1 month	
<input type="checkbox"/> Identify members and assign roles within committees based on the defined roles.	1 week	
<input type="checkbox"/> Review the baseline and determine the current state of the wildland program.	2-3 months	
<input type="checkbox"/> Examine the appropriate elements of the Community Risk Assessment and Standards of Cover and determine where gaps are in the program.	1-2 months	
<input type="checkbox"/> Consult with external agencies and joint partners concerning wildland firefighting in the region.	1-2 months	
<input type="checkbox"/> Compile and analyze data from internal and external sources.	1 month	

## MEASURED OUTCOMES

- Completion of a report that identifies the current status and identified needs of a wildland program.

**OBJECTIVE 2.2**

**Utilize findings from the analysis to determine what future needs and budget requirements are and execute an acquisition plan to meet city and regional expectations.**

<b>TASKS</b>	<b>TIMEFRAME</b>	<b>ASSIGNMENT</b>
<input type="checkbox"/> From previously analyzed data, determine current and or future needs.	1-2 months	
<input type="checkbox"/> Generate a list and prioritize needs.	3-4 weeks	
<input type="checkbox"/> Build out a budget and a material acquisition timeline based on previous priorities.	1 month	
<input type="checkbox"/> Present budget and material acquisition timeline to the fire chief and city council.	1 month	
<input type="checkbox"/> Once approved, execute budget and material acquisition plan or adjust based on fire chief and city council recommendations.	1-2 months	

**MEASURED OUTCOMES**

- Procurement of resources needed to begin the wildland program.

**OBJECTIVE 2.3**

**Build out city and regional response plans based on new equipment obtained to mitigate wildland risk in the community.**

<b>TASKS</b>	<b>TIMEFRAME</b>	<b>ASSIGNMENT</b>
<input type="checkbox"/> Committee leads will consult with regional subject matter experts to obtain best practices.	2-3 weeks	
<input type="checkbox"/> Prepare recommended updates to the policy and procedural guidelines.	1-2 weeks	
<input type="checkbox"/> Present recommended updates to administration.	2-3 weeks	
<input type="checkbox"/> Staff will enhance current policy and procedural guidelines and standards of response based on new equipment and regional best practices.	1-2 months	
<input type="checkbox"/> Review and approve the final draft of the policy and procedural guidelines.	1 week	

**MEASURED OUTCOMES**

- Create new policies and procedures that encompass the new wildland program.

**OBJECTIVE 2.4**

**Provide appropriate training and knowledge on new wildland resources and programs.**

<b>TASKS</b>	<b>TIMEFRAME</b>	<b>ASSIGNMENT</b>
<input type="checkbox"/> Ensure costs determined in previous cost analysis align with training program needs.	1-2 weeks	
<input type="checkbox"/> Create department training plans for future employees.	2-3 months	
<input type="checkbox"/> Have the plan reviewed and approved by the fire chief.	1 week	
<input type="checkbox"/> Make the approved training plan accessible to all employees.	1-2 days	
<input type="checkbox"/> Determine subject matter experts needed and deliver training.	1 month	
<input type="checkbox"/> Collect and document feedback.	1-2 months	
<input type="checkbox"/> Evaluate and edit training programs based on feedback.	2-3 weeks	

**MEASURED OUTCOMES**

- Specific to their job requirements, all personnel trained to meet the needs of the new wildland program.

**OBJECTIVE 2.5**

**Establish a wildland/urban interface public education program.**

<b>TASKS</b>	<b>TIMEFRAME</b>	<b>ASSIGNMENT</b>
<input type="checkbox"/> Determine program costs and align with training program needs.	2-3 weeks	
<input type="checkbox"/> Develop fliers and info packets.	1 month	
<input type="checkbox"/> Work with city PIO to push out fliers and info packets to citizens via social media and the city newsletter.	1 week-ongoing	
<input type="checkbox"/> Utilize the city’s annual survey to determine if wildfire public education efforts are effective.	1 month-ongoing	
<input type="checkbox"/> Utilize and apply feedback to refine the wildfire awareness program.	1 month-ongoing	

**MEASURED OUTCOMES**

- Public education material distributed to the community to increase wildland preparedness.

**OBJECTIVE 2.6**

**Evaluate if the expansion of the wildland program, resources, and public education met the original needs identified.**

<b>TASKS</b>	<b>TIMEFRAME</b>	<b>ASSIGNMENT</b>
<input type="checkbox"/> Form a committee to evaluate the effectiveness of wildland program, resources, and public education.	3-6 months	
<input type="checkbox"/> Compile and analyze data gathered from internal and external sources.	1 month-ongoing	
<input type="checkbox"/> Create a lesson-learned document.	1-2 months	
<input type="checkbox"/> Reevaluate the wildland program, resources, and public education based on lessons learned on an annual basis.	1 month-ongoing	
<input type="checkbox"/> Make lessons learned documentation available to the department and revise as needed.	1 week	

**MEASURED OUTCOMES**

- Creation of a lesson-learned document to be shared with the department and community leaders



**GOAL 3: Acquire, maintain, and improve physical resources based on demands and needs to match the growth of the city and region while meeting or exceeding national standards.**

**OBJECTIVE 3.1**

**Implement a system to determine and define the resource needs of the department.**

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Determine the department’s current physical resources.	1 month	
<input type="checkbox"/> Send out a survey to the department members to determine needs based on projected growth requirements.	2-3 weeks	
<input type="checkbox"/> Analyze survey outcomes to determine what targeted acquisitions are needed.	2-3 weeks	
<input type="checkbox"/> Define and prioritize targeted acquisitions.	1-3 months	
<input type="checkbox"/> Present findings and obtain approval for funding from the fire chief and city council to procure targeted acquisitions through the use of the city capital improvement plan.	1-2 months	

**MEASURED OUTCOMES**

- Create a prioritized list of department physical resources and acquisitions needed to be included in the upcoming city capital improvement plan.



**OBJECTIVE 3.2**

**Form committees to research, develop ideas, and design targeted acquisitions.**

<b>TASKS</b>	<b>TIMEFRAME</b>	<b>ASSIGNMENT</b>
<input type="checkbox"/> Establish committees with a committee lead and define needed roles based on needed equipment.	2 weeks	
<input type="checkbox"/> Identify members and assign roles within committees based on the defined roles.	1 week	
<input type="checkbox"/> Collect input on specifications and design in draft form.	3-4 months	
<input type="checkbox"/> Finalize draft form.	1 month	
<input type="checkbox"/> Final specifications and design presented to the fire chief and city council.	1 week	
<input type="checkbox"/> Upon approval from the city council, the committee leads will move forward with design and specifications.	2 months	

**MEASURED OUTCOMES**

- A new process created to utilize committees to determine major purchases or acquisitions.

**OBJECTIVE 3.3**

**Provide appropriate training and knowledge on new resources.**

<b>TASKS</b>	<b>TIMEFRAME</b>	<b>ASSIGNMENT</b>
<input type="checkbox"/> Once assets arrive, conduct training with the vendor and develop go/no-go criteria for putting equipment in service with the expected date of completion.	1 month	
<input type="checkbox"/> Document training provided by the vendor.	1-2 weeks	
<input type="checkbox"/> Create department-specific training plans for future employees.	3 months	
<input type="checkbox"/> Conduct cost analysis of required training delivery.	1 week	
<input type="checkbox"/> Have the plan reviewed and approved by the fire chief.	1 week	
<input type="checkbox"/> Make the approved training plan accessible to all employees.	1 week	
<input type="checkbox"/> Collect and document feedback.	1 month	
<input type="checkbox"/> Evaluate and edit the training program based on feedback.	1 month-ongoing	

**MEASURED OUTCOMES**

- Creation of a documented process for putting newly acquired equipment into service.
- Creation of a library of training plans for equipment to be utilized by new employees, and as review for current employees.

**OBJECTIVE 3.4**

**Evaluate the physical resource process and if resources met original needs identified through needs assessment.**

<b>TASKS</b>	<b>TIMEFRAME</b>	<b>ASSIGNMENT</b>
<input type="checkbox"/> Form a committee to evaluate resources and determine metrics for evaluation.	1-2 months	
<input type="checkbox"/> Create a lesson-learned document.	6 months	
<input type="checkbox"/> Reevaluate resources based on lessons learned utilizing annual program reviews.	3 months	
<input type="checkbox"/> Share the annual evaluation and lessons learned with the department and revise as needed.	1 week-ongoing	

**MEASURED OUTCOMES**

- Creation of lessons learned document for acquired physical resources.
- Inclusion of physical resource evaluation into the template for annual program reviews.



**GOAL 4: Improve relationships with external stakeholders, including council, city departments, community groups, and regional partners, through enhanced communication and interaction, incorporating feedback into operations.**

**OBJECTIVE 4.1**

**Enhance communication with the community to improve public education and interactions.**

<b>TASKS</b>	<b>TIMEFRAME</b>	<b>ASSIGNMENT</b>
<input type="checkbox"/> Develop a survey to determine community needs or interests for fire department education offerings.	2 months	
<input type="checkbox"/> Evaluate community feedback against current offerings to determine the validity or change needed.	1 month	
<input type="checkbox"/> Set goals to determine the frequency and scope of the offerings.	1 month	
<input type="checkbox"/> Develop and implement a plan for community education programs.	3 months	
<input type="checkbox"/> Evaluate course offerings periodically against community feedback as part of the annual program appraisal process.	6 months-ongoing	
<input type="checkbox"/> Inventory and evaluate the current digital presence.	1 month	
<input type="checkbox"/> Work with the city communications coordinator to identify metrics to track performance and interactions with platforms.	1 month	
<input type="checkbox"/> Set goals for overall performance with benchmarks to increase or decrease interactions.	2 months	
<input type="checkbox"/> Evaluate performance against established goals and implement changes as appropriate.	2 months-ongoing	

**MEASURED OUTCOMES**

- Increased interactions with the public measured against the previous year.

## OBJECTIVE 4.2

**Educate the city council on fire department operations and create buy-in to critical future needs and goals.**

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> In cooperation with city administration, survey council members on knowledge of the fire department operations and associated needs.	45 days	
<input type="checkbox"/> Analyze results against current identified fire department goals and objectives.	1 month	
<input type="checkbox"/> Review current council reporting and communications procedures against preferred methods.	2 months	
<input type="checkbox"/> Incorporate ongoing feedback from council and administration into reporting and communication of fire department performance as well as immediate and future needs.	6 months	
<input type="checkbox"/> Evaluate communication performance with council members and adjust as necessary.	2 months-ongoing	

### MEASURED OUTCOMES

- Update of current council reporting tools to include any identified deficiencies.

**OBJECTIVE 4.3**

**Strengthen connections with City of Snoqualmie departments through ongoing communications and joint operations.**

<b>TASKS</b>	<b>TIMEFRAME</b>	<b>ASSIGNMENT</b>
<input type="checkbox"/> Establish meetings between department heads to determine the benefits of strengthening communication and joint operations.	3 months	
<input type="checkbox"/> Develop a list of activities and set goals to increase interdepartmental cooperation during joint operations.	1 month	
<input type="checkbox"/> Hold joint activities as determined by established goals.	12 months-ongoing	
<input type="checkbox"/> Evaluate the performance of increased joint operations against defined goals.	2 months-ongoing	

**MEASURED OUTCOMES**

- Creation of one joint operations training event with each city department.

**OBJECTIVE 4.4**

**Work with partner fire departments to leverage economies of scale, reducing duplication of effort and improving interagency cooperation.**

<b>TASKS</b>	<b>TIMEFRAME</b>	<b>ASSIGNMENT</b>
<input type="checkbox"/> Identify key external stakeholder groups supporting fire department operations, including mutual aid partners.	1 month	
<input type="checkbox"/> Develop subject matter workgroups to identify opportunities to align economy of scale and cooperation.	6 months	
<input type="checkbox"/> Prioritize opportunities developed within the workgroups to determine the direction for the agency.	1 month	
<input type="checkbox"/> Draft a report to be delivered to the city administration to gain support for inter-local cooperation.	3 months	
<input type="checkbox"/> Formalize and execute inter-local agreements to achieve identified actions.	9 months	
<input type="checkbox"/> Evaluate the effectiveness of identified actions that were implemented against the desired outcome.	6 months-ongoing	

**MEASURED OUTCOMES**

- Creation of new inter-local agreements with neighboring organizations to help take advantage of economies of scale that can reduce duplication of efforts and improve interagency cooperation.